STATE OF MONTANA
MONTANA DEPARTMENT OF TRANSPORTATION
JOB PROFILE

☑ Update

☐ Formal Review

Date Submitted 01/12/2012

SECTION I - Identification

Working Title: Project Manager II/Project Manager III

Department: Transportation

Job Code Number: 151517

Division & Bureau: Information Services Division / Technical Operations

Job Code Title: Computer Systems Analyst

Section & Unit: Program Management

Pay Band: 7

Work Address: 2701 Prospect Ave
Helena, MT 59620

Position Number: 07001, 15006, 81006, 81007, 21006, 81028, 81109, 81021, 81025

Phone: (406) 444-6200

☐ FLSA Exempt ☑ FLSA Non-Exempt   ☐ Non-Union ☑ MPEA ☐ Blue Collar

Profile Completed By: Jeff Sillick

Work Phone: 444-7265

Work Unit Mission Statement or Functional Description:

The Information Services Division (ISD) provides a full range of services for the Montana Department of Transportation (MDT). The bureaus within the division plan and set policy, and coordinate, design, install, and maintain the department's information technology infrastructure. This includes network management, server systems administration, desk top and mobile computer systems administration, database administration, applications development and maintenance, integrated systems development, Internet and Intranet web page developments, data security & disaster recovery services, geographic information systems (GIS), global positioning systems (GPS), roadway information collection, user support, training, imaging services, duplication services, IT research and development, budget development and monitoring, procurement administration, contract administration, and project management. The division also includes the MDT Duplicating Services Section

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Describe the Job's Overall Purpose:

Working in a multi-project environment this position will oversee (organize, direct, review, and approve the work of others in the performance of) project delivery; assemble project teams, assign individual responsibilities, identify appropriate resources needed, and develop schedules to ensure timely completion, coordinate staffing needs with functional area managers. Incumbent leads and directs multiple projects concurrently or directs a single large, critical project by applying project management principles, methodologies, and practices identified in the Project Management Body of Knowledge (PMBOK). Level 2 assumes program/portfolio level tasks. During the analysis phase of a project, the

incumbent will use or adapt as necessary the most current business and system analysis and design methodologies. This will include methods of gathering business requirements and business process analysis to effectively determine the requirements for a new or existing system or the changes to be made to an existing process. The incumbent may recommend to the customer changes in the business processes based on the business analysis and predictive gains in efficiencies. Once the requirements have been documented, he or she will direct a team to translate the requirements into software and/or business phases and activities to implement the solution. The position will ensure the necessary project training of users and assess user satisfaction with the completed project.

SECTION II - *Major Duties or Responsibilities*	*% of Time*

A. **Project Management [PM], Contract Administration and Business Process Analysis (80%)**

Level 1

1) Directs multiple projects concurrently or directs a single large or critical project. Determine assignments and when the project is system development related, work with direct supervisors to define work methods and appropriate standards for programmers and programmer analysts assigned to the project. Create the work breakdown structure or detailed project plan regardless if plan is system or non-system related. Ensure the project follows the established ISD Systems Development Life Cycle

2) Regularly communicate with project sponsors, ISD staff, and stakeholders, providing updates on project activities to keep management fully appraised on all project related efforts. Provide budgetary information to IS Business Operations Manager as appropriate.

3) Manage the triple constraints of time, cost, and scope for assigned projects. Balance each of these elements as necessary in each particular situation. Carefully regulate project scope by securing consensus on what changes can be managed and which requested changes should not be added to the project, position determines what is and isn't added and advises appropriately. Conducts research, understands, and applies industry best practices related to project management, staying current with PMBOK and trade publications.

4) Implement and follow a change management process on all projects. Consider impact of all changes on the project itself, on the existing staff, software, hardware, and networking resources, and on other projects. Effectively estimate the impact of the change in all areas. Identify and, if necessary, implement project contingency plans to account for possible project obstacles.

5) Provide Independent Verification and Validation (IV&V) Services to internal IT projects for which he/she is not the Project Lead in order to provide a review of critical portions.

6) Provide Quality Assurance to ensure the project is meeting the identified needs, expectations, and requirements of customers and stakeholders, following PMBOK guidelines. Create and present Quality Assurance plans to analysts, customers, and stakeholders.

7) Serve as the primary communications resource between project stakeholders and division management. If serving as project lead, creates and delivers project charters, business case or concept documents, designs and/or prototypes; if serving as program manager, delivers project charters, business case or concept documents. Provide the conduit to ITSD for all such efforts and coordinating any related contractual obligations.

8) Ensure the project meets all of the end users established and agreed upon goals; measure project performance using appropriate tools and techniques and either perform

or directs performance of any required corrective actions. Produce traceability matrices to carefully match requirements to solution for all systems and applications. Track project activity and expenditures against plans.

9) Coordinate with the Division's systems/operations functions to ensure the infrastructure impact of all proposed projects is fully understood and can be supported with existing resources or assist in any efforts needed to obtain them.

10) Manage communications among vendors, programmers, and ISD management (including relevant Sr. Project Managers, Functional Area Managers and/or Program Managers) for all Projects and commercially purchased software including discussion of implementation processes, time frames, and possible or necessary software changes.

11) Oversee (organize, direct, review, and approve the work of others in the performance of) project delivery; assemble project teams, assign individual responsibilities, identify appropriate resources needed, and develop schedules to ensure timely completion, coordinate staffing needs with functional area managers

12) Obtain charter, milestone and other identified project approvals from customers, stakeholders and sponsors as appropriate.

13) Ensure applicable state and federal laws, rules and regulations compliance in all project efforts.

14) Direct a team to translate the requirements into software and/or business phases and activities to implement the solution. The position will ensure the necessary project training of users and assess user satisfaction with the completed project.

15) Develop project charters and business case or concept documents in conjunction with customer.

16) Develop complete functional specifications ensuring all business requirements are adequately translated and confirmed.

17) Fully comprehends MDT business and processing as it relates to impacted systems and applications.

Level 2 (In order to advance to level 2, the incumbent must be proficient, fully functional and demonstrate their ability to perform all Level 1 duties)

1) Lead and direct high-priority projects which often require considerable resources and high levels of functional integration across multiple divisions and/or agencies. Perform that cross business area scoping and analysis.

2) Develop acceptable methods of gathering business requirements and business process analysis to effectively determine the requirements for a new or existing system or the changes to be made to an existing process. Recommend changes in the business processes based on the business analysis and predictive gains in efficiencies.

3) Take projects/programs from original concept through final implementation of all associated projects.

4) Interface with all areas affected by each project within a program including MDT users, MDT ISD staff and management, end users from other agencies, ITSD, associated steering committees and vendors as identified.

5) Apply quality assurance and activity based costing practices. Ensures validation and accuracy is applied on longer complicated projects and programs to leave nothing to chance.

6) Manage via agendas, call for decisions, etc and chairs cross division or cross Agency Steering Committees. Also establishes, direct and chairs evaluation committees for proposal/bid review.

7) Demonstrates full comprehension of MDT's business and processes as they relate to assigned systems and business processes.

8) Performs cross business area (division or agency) scoping and analysis.

9) Evaluate and prioritize the feasibility, return on investment and value added of various proposed business initiatives. Quantify benefits and costs to support necessary business cases to move initiatives forward.

10) Performs strategic planning, estimations, and forecasting of future project resource needs for senior management, budgeting and anticipating new technologies.

11) Ensures system interfaces impacting existing computer systems, proposed systems, networks and applications are all addressed whether they are internal to MDT or cross-Agency.

12) Apply business process analysis techniques internal to ISD and recommends process improvements within ISD.

13) Use or adapt as necessary the most current business and system analysis and design methodologies.

14) Apply business process analysis techniques on all projects to ensure recognized deficiencies from 'to-be' to 'as-is' processes are addressed. Ensures business processes improvements are identified and recommendations brought to attention of ISD and appropriate stakeholders.

B.   Mentoring and Team Building   (10%)

Level 1

1) Provide guidance and direction to other project managers/leads throughout all of ISD to resolve problems using best practices and established methods to isolate and resolve problems.

2) Develop relationships with key areas within ITSD – procurement, policies, etc.

Level 2 (In order to advance to level 2, the incumbent must be proficient, fully functional and demonstrate their ability to perform all Level 1 duties)

1) Define a mission statement, core values and objectives, and strategic objectives for each program assigned; develop working relationship documentation whenever roles/responsibilities go across divisions/agencies to ensure clarity.

2) Teach and model the strategic objectives to each team. Ensure team moves toward achievement of all objectives.

3) Assist business units in contract review/input; RFI or RFP review/input; product and/or process evaluations and ensures quality documents are produced.

4) Ensures adherence to quality standards and reviews project deliverables for all efforts where individual is providing oversight responsibility.

C. Vision **(10%)**

Level 1

1) Research the PM Industry, Public Administration, Transportation (DoT's) to stay updated on changes in Enterprise Software trends and technology directions that support MDT's future needs and make appropriate recommendations.

2) Lead the improvement of PM practices through involvement in local, enterprise and/or national interest groups.

Level 2 (In order to advance to level 2, the incumbent must be proficient, fully functional and demonstrate their ability to perform all Level 1 duties)

1) Ensure the development and ongoing maintenance of the agency's project management related policies and procedures; influence management to adopt Best Practices.

2) Actively promote Ambassador role by taking the service portion of ISD to a higher level and providing that link to the rest of the agency. I.e.: procurement, ensuring all documentation requirements are met, providing insight to RFI & RFP and service delivery.

3) Assist in IT planning initiatives with ISD management and any IT driven initiative within the business.

The following duties and/or specific tasks listed under section II above are considered "essential functions" because they require specialized expertise and skill and are the primary reasons the job exists (they must be performed by this position with or without accommodations):

Project management and Contract Administration

The following mental and physical demands are associated with these essential functions:

PHYSICAL
- Light lifting (less than 10 lbs.)
- Carry light items (papers, books, laptop)
- Remaining seated for extended periods of time, with occasional walking; standing; bending
- Operating a personal computer
- Effective, professional communicating in writing, in person and over the phone
- Limited travel around the Helena area and occasional district or other site visits

MENTAL
- Mediating conflicts between stakeholders, vendors, and technologists
- Ability to multi-task
- Conduct research
- Comparing data
- Compiling information
- Analyzing – inductive and deductive reasoning
- Synthesizing
- Making decisions in a timely manner to ensure projects are not delayed
- Coordinating
- Negotiating
- Influencing

- Instructing
- Dealing with agency business users at all levels
- Dealing with cross-agency users and SITSD at all levels
- Demands of accuracy in all aspects of work
- Creative problem solving.
- Change Agent/Catalyst
- Relationship builder – listening, responsiveness, trust

Does this position supervise others? ☐ **Yes** ☑ **No**
Attach an Organizational Chart.

SECTION III - Minimum Qualifications - List minimum requirements for the first day of work.

Critical knowledge and skills required for this position:

Level 1

Knowledge

Knowledge of the principles of systems analysis and design and business process analysis; Principles of computer science and programming methods; Quality assurance and business process improvement methods; Project management activities including work breakdown structures and detailed project plans; Change management, team building and stakeholder management; Principles of project management including PMBOK (Project Management Institute's Book of Knowledge) including project tracking.

Skills

Skill in negotiation; Development and implementation of performance measures; Coordination of efforts across divisions; Development of functional specifications, plans, and all project related documentation.

Additional required skills include: Creativity and Problem Solving; Logical, Analytical, and Critical Thinking, Deductive and Inductive Reasoning; Reading Comprehension; Active Listening; Understanding, Sensitivity, Trust Building; Quality Assurance, Relationship Building, Influence and Persuasion, Team Building, Leadership, Flexibility, and Effective Communications

Level 2

Knowledge

All of level 1 knowledge areas plus a broad knowledge of the information technology field, leadership techniques, mentoring methods, organizational structure, group management, risk management and strategic opportunities and direction.

Skills

All of level 1 identified skills plus Judgment/Decisiveness, and the ability to act as a Catalyst and a Change Agent. Development and implementation of standards, policies and procedures; Discern and recommend appropriate information processes and technology options; challenge the status quo.

Behaviors required to perform these duties:

See MDT Core Behaviors

Education:

Check the one box indicating minimum education requirements for this position for a new employee the first day of work:

☐ No education required   ☐ Related AAS/2-years college/vocational training

☐ High school diploma or equivalent   ☑ Related Bachelor's Degree

☐ 1-year related college/voc. training   ☐ Related Master's degree

Please specify the acceptable fields of study:

> *Acceptable:* BA/BS Degree (in any field of study)

Other education, training, certification, or licensing required:

Certifications such as Project Management Professional (PMP) are desirable as would be a Certified Business Analyst Professional (CBAP).

Experience:

Check the one box indicating minimum work-related experience requirements for this position for a new employee the first day of work:

☐ No prior experience required   ☐ 3 years

☐ 1 year   ☐ 4 years

☐ 2 years   ☑ See below

Other specific experience:
For Level 1
Six (6) years of project management and/or business analysis experience, of which at least three (3) years in the IT industry.

For Level 2
Eight (8) years of project management and/or business analysis experience, of which at least four (4) years in the IT industry.

Alternative Qualifications:

This agency will accept alternative methods of obtaining necessary qualifications.

☑ Yes   ☐ No

Alternative qualifications include:

Other combinations of education and related experience may be considered.

SECTION IV – Other Important Job Information

☐ Fingerprint check   ☐ Valid driver's license

☑ Background check   ☐ Other; Describe

Other information:

Responsibilities require the incumbent to work within predetermined timeframes to meet critical deadlines. The predominate work is performed in an office setting during normal working hours and often requires the incumbent to sit for extended periods of time while working at a desk and computer. Limited day and overnight travel may be required to gather information from district office locations or other state sites.

SECTION V – Signatures

Signature indicates this statement is accurate and complete.

Employee:

Name: _____Title: Project Manager II _____

Signature: _____   Date: _____

Immediate Supervisor:

Name: _____   Title: _____

Signature: _____   Date: _____

Bureau Chief:

Name: _____   Title: _____

Signature: _____   Date: _____

Division/District Administrator:

Name: _____   Title: Administrator, Information Services Division _

Signature: _____   Date: _____

Department Designee:

Brent Rabe   Human Resource Administrator

Signature: _____   Date: _____